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**Fire Department Strategic Direction
Summary of Recommendations presented to Council
October 24, 2012**

1. That a training analysis be conducted to determine a quantitative measurement of the current level of training in each District.
2. That all South Huron firefighters achieve a minimum of completion of Module A and Module B of the OFM curriculum within two years of joining the force.
3. That all Company Officers and Acting Officers in the department complete the Company Officer training within one year of assuming their position.
4. That the Chief acquire at least the minimum level of training for a Fire Prevention Officer in order to meet the requirements of the OFM, FPO certification.
5. That a training program be introduced to increase the number of Trainer Facilitators at each District Station where required and provide additional training skills for current and future Trainer Facilitators.
6. That an Inter-District training program be established and overseen by the Chief as part of the ongoing practical training program of the Fire Department.
7. That the implementation of the new communication system be expedited as soon as possible.
8. That a review be undertaken to re-evaluate appropriate future apparatus requirements of each District.
9. That the vehicle replacement program be continued and the proposed purchasing for the next four years continues to be given priority in the budgeting process.
10. That a decision be made with respect to the renovation and/or relocation of stations prior to the delivery of new vehicles for that District.
11. That an expedited implementation schedule be established for the installation of fire hydrants where deemed appropriate.

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12. That all hydrants attached to water systems in the Municipality be identified for main size and water flow in accordance with the Ontario Fire Code and NFPA 291.
13. That the Municipality consider the purchase of an appropriate computer program in order to analyse deployment and response times from existing and potential station locations and that no decisions on repairs or replacement of existing stations occur until a full analysis of station locations and response times is completed.
14. That in conjunction with the analysis of station locations, station coverage areas should be reviewed with respect to the areas covered by the South Huron Fire Department and the area covered by the Grand Bend Fire Department.
15. That a hiring protocol be established for the future recruitment of volunteer firefighters and a formal residency and a response to calls policy be established and implemented immediately.
16. That physical capacity testing for all firefighters be phased in over time and that mandatory retirement for suppression firefighters be implemented.
17. That on call compensation be reviewed to become more equitable with other on-call municipal employees.
18. That training time compensation be considered for the preparation time firefighters are required to incur prior to taking courses mandated by the department.
19. Strong senior management is critical in any organization and sets the tone for how others in the organization will manage. The management of an organization is characterized by the planning, coordination, goal setting and day to day communication throughout the department. A clear set of measureable performance expectations should be established for Chief and Senior Fire Personnel (i.e. job descriptions, weekly management meetings, recruiting protocol, training schedules and records etc.).